



FLW Regulation
No 350-8

**DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473-5000**

8 March 2004

Training
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
TRADOC AND FORSCOM PERMANENT PARTY/UNIT
TRAINING DIRECTIVE

Summary. This regulation prescribes United States Army Maneuver Support Center and Fort Leonard Wood (USAMANSSEN & FLW) policy for managing and conducting United States Army Training and Doctrine Command (TRADOC) and United States Army Forces Command (FORSCOM) permanent party personnel/unit training and updates training policies, objectives, and programs. Responsibilities of commanders and leaders to conduct and manage training are defined, and guidance on training management and training programs is provided. This regulation will be used in conjunction with FM 7-0 Training the Force and FM 7-1 Battle Focused Training.

Applicability. This regulation is applicable to Army units/activities assigned or attached for which the USAMANSSEN & FLW has training responsibility.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by Headquarters, USAMANSSEN & FLW.

Suggested Improvements. The proponent agency of this regulation is the G3/Directorate of Plans, Training and Mobilization (DPTM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, MANSCEN, ATTN: ATZT-PTM-P, 302 Illinois Ave, Fort Leonard Wood, MO 65473-8936.

Administrative Notes. Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

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*This regulation supersedes FLW Reg 350-8, 6 June 1997

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Chapter 1 TRAINING OVERVIEW

1-1. Purpose. This regulation establishes MANSCEN and FLW policies, objectives, responsibilities, procedures, and guidance for management and conduct of training of permanent party personnel/units assigned/attached to MANSCEN and FLW. Information will be used in conjunction with FM 7-0 (FM 25-100), Training The Force and FM 7-1 (FM 25-101) Battle Focused Training. FM 7-0 is the Capstone Training Doctrine, while FM 7-1 is the Application of Doctrine.

1-2. References. Required and related publications are listed in Appendix A.

1-3. Explanation of Acronyms. Acronyms used in this regulation are explained in the Glossary.

1-4. Training Philosophy.

a. As stated in FM 7-0, we train the way we fight because our historical experiences show the direct correlation between realistic training and success on the battlefield. Success in battle does not happen by accident; it is the direct result of tough, realistic and challenging training.

b. The institutional Army is the foundation of lifelong learning. MANSCEN and FLW, as part of the institutional Army, has the mission to train soldiers. The installation will focus on training to standard in order to provide combat ready, values based women, men, leaders and teams trained in basic combat skills, Chemical, Engineer, Military Police and Transportation disciplines that can operate as an integral part of the operational force.

c. The objective of training management is to balance available training resources such as time, facilities, equipment, funds, and people between the four categories of training (individual, leader, staff, and collective).

d. Commanders and leaders must optimize training time in today's environment. In order to do so they must:

- (1) Follow the training management cycle.
- (2) Conduct multi-echelon training at every opportunity.
- (3) Exercise both event and task discipline.
- (4) Use virtual and constructive training to enhance live training.
- (5) Eliminate or minimize non-mission essential task list (METL) related training.

Chapter 2 MISSION/BATTLE FOCUSED TRAINING

2-1. Responsibility for training. In accordance with FM 7-0 and FM 7-1, the commander is responsible for the wartime readiness of all elements in the formation. The commander is, therefore, the primary trainer of the organization, responsible for ensuring all training is conducted in accordance with the unit's (METL) to the Army standard.

2-2. The principles of training are outlined in chapter 2, FM 7-1. Commanders/leaders must be knowledgeable of these principles.

2-3. Mission Essential Task List. Information on METL development contained in FM 7-0 and 7-1 will be used, as

appropriate, by Fort Leonard Wood TRADOC, TDA, and FORSCOM units. The METL is an unconstrained statement of required tasks to accomplish the assigned mission. The METL is approved by the next higher commander and must support the next higher headquarters METL. Companies and directorates are the lowest level units that prepare a METL. See chapter 3, FM 7-1.

2-4. Planning.

a. Planning links METL with battle focused training. It is a centralized process that aligns training priorities with operational requirements. Planning focuses the scope to the operational METL.

b. The training planning process consists of five key elements: METL, training assessment, commander's guidance, training plans and training execution. Detailed information on planning is contained in chapter 4, FM 7-1.

c. The training planning process begins with the commander's assessment. The assessment links training evaluations with future training. Training assessments are required for each METL task.

d. Command Training Guidance (CTG) is based on assessment and higher headquarters command training guidance. It identifies and prioritizes training requirements, allocates available training resources against requirements and includes the training strategy.

2-5. Training Plans.

a. Training Plans consist of long and short range; near-term; quarterly (which will be done semi-annually for MANSCEN and FLW) and yearly training briefs (YTB); training schedules and meetings. Procedures for development of training plans are found in chapter 4, FM 7-1.

b. Commandants, Assistant Commandant, Garrison Commander and 3d Training Brigade Commander will publish long-range planning calendars and Command Training Guidance (CTG) to give subordinate brigade/battalion commanders and directors adequate time to properly plan training. They also provide resources and protect training from distracters. Figure 2-1 depicts the long-range planning cycle for MANSCEN.

LATEST ACTION	FUTURE PUBLICATION HORIZON	PLANNING
G3/DPTM publishes CTG and long-range calendar	8 months prior to FY start	CTG at least 1 year. Calendar at least 2 years
Cmdt/Bde publishes CTG and long-range calendar	6 months prior to FY start	CTG at least 1 year. Calendar at least 18 months
Bn/Dir/Sep Co publishes long-range calendar	4 months prior to FY start	Calendar at least 1 year

Figure 2-1. MANSCEN and FLW Long-Range Planning Cycle.

c. The long-range planning calendar is the Master Activities Calendar (MAC) posted in OUTLOOK Public Folders. Updates/changes must be submitted to FLWMAC, Plans, Operations, and Training Division (PO&T), DPTM.

d. Short-range planning refines the long-range calendar. It defines in greater detail the broad guidance on training events and other activities in the long-range planning calendar and CTG. It begins with the commandants, assistant commandants and commanders training assessment and results in the:

(1) Semi-Annual Training Guidance (SATG).

(2) Training Briefing (TB).

e. The SATG is a written expression of training strategy that conveys the training objectives and priorities and highlights training events. The training strategy provides the detail from which training schedules can be developed. It also lays out the sequence of training to be accomplished and includes the who, what, when, and where to train. Commandants, assistant commandants and commanders will publish the SATG to allow sufficient time for subordinate commanders to conduct near-term planning (see Figure 2-2). Subordinate leaders provide planning recommendations for inclusion in the quarterly training calendar (QTC).

LATEST PUBLICATION DATE	FUTURE PLANNING HORIZON	ACTION
Post updates 2 year calendar	Updated weekly	2 years
Cmdts/Bde/GC publishes SATG and SATC	2 months prior	3 months
Bn/Sep Co publishes SATG and SATC	6 weeks prior	3 months
TB/QRA	TB - 6 weeks prior For Semi Annual Performance Review 2 months prior	3 months

Figure 2-2. MANSCEN and FLW Short-Range Planning Cycle.

f. Near-term planning addressed in chapter 4, FM 7-1, will cover an eight-week period prior to the execution of training.

g. Training Briefings.

(1) Semi-Annual Training Briefings (SATB) are scheduled at least 6 weeks prior to the Feb/Aug briefing time frame. Commanders brief the SATB to the Commanders/Commandant two levels above. The brief will last no longer than 1 1/2 hours. The format for Training Briefings is left to the discretion of the Commandants, Garrison and 3d Training Brigade commanders. However, IET brigades will include drill sergeant and cadre training certification compliance as required by TR 350-6. See Chapter 4, FM 7-1 for information on conduct of quarterly (semi-annual) training briefings. Garrison Command activities will conduct Semi Annual Performance Review (SAPR) briefings as required by the commander. The Garrison Commander will brief the Commanding General on a semi-annual basis.

(2) Semi-Annual Training Briefings and SAPRs will be scheduled on the post MANSCEN Activities Calendar two years out.

h. MANSCEN and FLW training meetings.

(1) DPTM will conduct a G3/DPTM and S-3 training conference the third Wednesday of each month from 1300 to 1500 in the Command Briefing Room. Participants will include representatives from all schools, Garrison Command, 3d Training

Brigade, USN, USMC, and USAF Detachments, and installation staff directorates.

(2) DPTM will coordinate a quarterly Training Management Meeting to be chaired by the MANSCEN Chief of Staff. The meeting will take place in the Command Briefing Room the first Wednesday of each quarter from 1330 until complete. Participants will be all Commandants or their brigade commanders, Garrison Commander, 3d Training Brigade Commander, USN, USMC, USAF Detachment Commanders, and installation staff directorates.

(3) The primary focus of these meetings is training management and resource allocation issues.

i. Training schedules.

(1) Near-term planning conducted at unit training meetings result in detailed training schedules. The training schedule is the unit's primary management tool to ensure training is conducted on time and by qualified trainers with the necessary resources.

(2) A training schedule, when signed, constitutes an official order. The battalion commander will approve training schedule changes within six weeks prior to execution; the brigade commander will approve training schedule changes within four weeks.

(3) The format for training schedules will be in accordance with FM 7-1. Training events requiring shared use training resources will be scheduled not earlier than 13 but not later than 10 weeks out using Range Facility Management Support System (RFMSS). Training schedules will specify:

(a) The day and time training starts and ends. The correct amount of time must be allocated for scheduled training and any training to correct deficiencies.

(b) Soldiers to be trained (specific enough to ensure each soldier knows where he is to be).

(c) Subject to be trained (soldier, leader, and collective tasks).

(d) Trainers, by name (primary and assistant).

(e) Training references (for example, ARs, FMs, Etc, to include chapter and task number, page and paragraph number, if applicable).

(f) Uniform and equipment required.

(g) Comments and remarks concerning uniform, weapons, equipment, references, and safety precautions. Opportunity training topics should also be added.

(4) Sergeants time is provided weekly for the junior NCO to plan and execute training with his squad/section. The key is to train the trainer so that they can train their soldiers. It requires the NCO -

(a) To identify essential soldier and small-unit and team tasks (drills) that support unit METL.

(b) To assess strengths and weaknesses.

(c) To formulate a plan to correct deficiencies and sustain strengths.

- (d) To execute the training to standard.

2-6. Training execution.

a. Crawl, Walk, Run (C.W.R.) stage training applies to leaders and trainer, soldiers and units and uses live-virtual-constructive training. See Chapter 5, FM 7-1.

b. Training must be supported with necessary resources in order to be executed effectively. Commandants/assistant commandants/brigade level commanders will synchronize assets (ranges, training ammunition, transportation, etc.) and eliminate distracters.

c. Staff sections will assist commanders in obtaining resources, in gathering feedback on the effectiveness of training programs, and in providing recommendations to improve training effectiveness.

d. Recording training.

(1) Training records will be maintained only as they serve the commander to help plan training and develop training programs. Units are required to maintain all training management records for a period of at least two iterations of the specified mandatory training. Digitized files/records are acceptable. Other training records are maintained for a longer period of time, for example; DA Form 705 (Army Physical Fitness Test (APFT) Scorecards) and weapons qualification records. Current APFT scorecards and weapons qualification records will be maintained as determined by the school Commandants, Assistant Commandants, Garrison Commander, and 3d Training Brigade Commander. These records will accompany the individual Military Personnel Records Jackets at permanent change of station.

(2) Training schedules for the present and one previous training year (fiscal year [FY]) will be maintained at battalion level in electronic or hard-copy format to facilitate the planning of training. Companies will maintain training schedules for the present and previous six months.

(3) First line leaders will know, and be able to demonstrate to the chain of command, the training status of the soldiers assigned to their squad or section.

e. Integrated training. Maximum use will be made of opportunities to share training events, training areas, instructors, support equipment/personnel, and classroom facilities. Commandants and brigade/battalion commanders will review annual training plans to ensure the most effective mix of training is conducted.

2-7. Training Holidays.

a. Training holidays are posted under "CALENDARS" at <http://paploo.wood.army.mil/cop>. However, for Initial Entry Training (IET) units, training time lost due to a training holiday will be made up on Saturday or other non-prime training time. Training holiday time will not be dropped from program of instruction or days added to the course length. Approved training holidays can be viewed at the DPTM Common Operational Picture (COP) Web Page.

b. All federal holidays will be extended to a four-day weekend. If the federal holiday falls on Monday, the Friday prior will be a training holiday. If the holiday falls on Friday, the following Monday will be a training holiday. Exceptions may be made in the

event of mobilization or other emergency situations and during the Christmas and New Year holiday.

2-8. Safety. See AR 385-10, 385-63, 385-64 and FLW Regulation 385-5, 385-6.

2-9. Civilian Employee Training Programs. Training and development of civilian employees and their military and civilian supervisors will be in accordance with AR 690-400 and AR 690-950.

Chapter 3 LEADER DEVELOPMENT

3-1. General.

a. Information on leader training and development is contained in FM 7-0.

b. AR 350-17, DA Pam 600-3, AR 670-1, and FM 7-22.7 provide excellent guidance on development of officer and NCO programs, additional information on the appearance of military uniforms is also provided.

c. Officer and noncommissioned officer development programs will be sequential and progressive. Similar themes for officers and NCOs, and training oriented at levels of soldier rank, will be utilized.

3-2. MANSCEN Schools/Courses.

a. Responsibilities.

(1) DPTM Schools will -

(a) Coordinate solicitation and provide funding for all required non-Department of the Army (DA) selected schools/special courses required by leaders while assigned to a position that requires such training.

(b) Assist commanders in identifying schools and courses to meet unit training needs.

(c) Monitor school applications to ensure the most urgent needs are met and budgetary control is maintained.

(d) Obtain all school quotas for military and civilian personnel.

(e) Process all military temporary duty (TDY) and return school orders for quotas obtained through DPTM Schools.

(2) The MANSCEN NCO Academy will -

(a) Inform DPTM Schools of all no shows, drops, and walk-ins for NCO Academy controlled schools/courses.

(b) Coordinate with DPTM Schools on all class dates, changes, and projections.

(c) Submit course completion data to DPTM Schools within five working days after completion of school/course.

(d) Maintain continuous personnel accountability and notify DPTM Schools and parent unit of student absences.

(3) The chain of command will -

(a) Ensure all school applicants meet the school/course prerequisites for attendance, including physical fitness and weight standards, a minimum of 45 days prior to class start date.

(b) Establish procedures to ensure all unit training needs are clearly defined.

(c) Ensure completed applications for DA supervised schools are forwarded through channels to DPTM Schools.

(d) Maintain an order of merit list (OML) for all required schools/courses.

(e) Ensure school/course quotas are filled or canceled no later than 45 days prior to class start date.

b. Policies.

(1) Commanders will make maximum use of planning calendars when considering a key officer/NCO for school. The majority of schools should be scheduled during periods of low work density. If conflicts exist between major unit events and school dates, exchanges in school quotas may be affected only through coordination with DPTM Schools and must be requested prior to 45 days of the class start date for off-post schools and 14 days for on-post schools. Quotas will be withdrawn and reallocated to other units for any non-emergency changes made within 10 days or less prior to class start date.

(2) Once names have been forwarded to DPTM Schools, deletions of personnel selected for attendance at service schools will be made only in case of a verified emergency, verified previous attendance, or initiation of a flagging action.

(3) Staff agencies, in coordination with the Directorate of Resource Management, will publish travel documents for civilian employees selected to attend service schools.

(4) Approval for establishing an installation course will be obtained from the Chief of Staff prior to organizing any course. Once approved, the responsible commander/director or sponsoring agency will appoint a course director/manager to be responsible for the course development and execution.

c. Off post schools/courses.

(1) DA Pam 351-4 includes information about courses at Army posts, as well as available Department of Defense (DOD) and Interservice courses. It is organized to facilitate ready reference to course and school information. All courses conducted at a particular school are grouped together in one paragraph and cross-referenced in indexes by type of training. General information about the school is included in the same paragraph with a description of the school courses. It is also suggested that the school's web page be visited to ensure the most current information is available.

(2) When commanders determine a need for mission-oriented school requirements, they will request needed quotas, through command channels to DPTM, ATTN: ATZT-PTM-PS. Approval will be based on the availability of funds, quotas, and mission requirements as determined by DPTM.

d. On post schools/courses.

(1) Commanders and supervisors at all levels are responsible for ensuring that utilization of these courses is maximized to maintain a high state of individual/job proficiency,

and enhance the combat readiness by MOS improvement, leadership, technical, and advanced skills.

(2) Commanders and supervisors will ensure that all students selected to attend courses are fully qualified, prepared, and report on time for processing. All soldiers scheduled to attend a Fort Leonard Wood school/course will be exempt from all other duties, meetings, appointments, formations etc., which might interfere with course participation. Exceptions will be for emergency cases only.

Chapter 4 TRAINING PROGRAMS

4-1. Training Assessment.

a. The assessment of training is the essential ingredient of unit and individual training that sustains those skills taught in Initial Military Training (IMT). The leaders and commander's evaluation and hands-on Common Task Training/Testing (CTT) provide a year-round assessment of individual proficiency. Other tools and programs available to unit leaders for individual training are outlined in AR 350-1.

b. Soldier's manuals will be used to both train and evaluate soldiers. Tasks, conditions, standards, and evaluation guides are in the STP 21-1-SMCT and STP 21-24 SMCT (Soldier's Manual of Common Tasks). AR 350-1 is a valuable tool for unit leaders in planning, executing and assessing unit training. Soldiers preparing for CTT are encouraged to use the CTT web based study site at the Military Interactive Multimedia Instruction Center, <http://www.mimic.org/>. To evaluate individual proficiency effectively, individual training and evaluations will focus on the following:

(1) Common tasks.

(2) MOS-specific tasks critical to the unit's collective mission.

(3) Tasks for which soldiers in the MOS are responsible, but which are not necessarily critical to a specific unit mission.

4-2. Weapons Training and Qualification.

a. Commanders will -

(1) Place emphasis on marksmanship training programs.

(2) Ensure soldiers know how to zero their weapon and know their battle-sight zero on assigned weapons.

(3) Establish marksmanship goals and objectives for permanent party soldiers.

(4) Ensure quality control of unit weapons qualification; i.e., leader presence and involvement.

(5) Analyze all live fire events in the training program and plan to maximize their training value to the marksmanship program.

b. Soldiers assigned an individual weapon in Tables of Organization (TOE) units, and soldiers assigned as cadre in tables of distribution and allowances (TDA) units conducting BCT/OSUT will qualify annually (see TRADOC Reg 350-6, FLW Reg. 350-6). Other soldiers will qualify depending on promotion status, availability of ammunition and unit forecasted requirements.

c. Individual weapons training and qualification will be in accordance with the publications listed below.

- (1) DA Pam 350-38.
- (2) TRADOC Reg 350-6.
- (3) FM 3-22.9.
- (4) FM 3-22-31.
- (5) FM 3-23.30.
- (6) FM 23-23.
- (7) FM3-23.25.

d. Crew-served weapons qualification and sustainment.

(1) Crew-served weapons qualification and sustainment are important in sustaining marksmanship skills. TOE commanders will designate and train crews for assigned crew-served weapons, and establish regular qualification and sustainment programs to maintain each soldier's proficiency.

(2) Machine-gun training and qualification for TOE units will be conducted in accordance with DA Pam 350-38, FM 3-22.68, and FM 23-65.

e. Other weapon systems. Training with other weapon systems will be conducted in accordance with the applicable field manuals, DA Pam 350-38, FLW Reg 210-14 and unit standing operating procedures (SOP).

f. Award of qualification badges.

(1) Qualification badges will be awarded in accordance with AR 600-8-22. Commanders will ensure that the value of badges is not degraded.

(2) Qualification badges should be awarded at an appropriate ceremony as soon as possible after the completion of qualification.

g. Records.

(1) Individual qualification with weapons will be recorded on DA Form 2-1 (Personnel Qualification Record-Part II). (See AR 600-8-104.)

(2) The commander conducting training will provide the custodian of personnel records with all information on personnel given credit for qualification firing so it can be included in the personnel qualification records.

4-3. Physical Fitness Program.

a. Physical fitness policy.

(1) Physical fitness policy applies to all soldiers, units, and activities assigned or on MANSCEN & FLW.

(2) All officers and NCOs responsible for planning, conducting, and evaluating physical training and testing will be familiar with the principles, procedures, and guidelines in FM 21-20, the Army's official publication for fitness doctrine, training, and testing.

(3) Commanders and leaders will establish and conduct physical fitness programs consistent with FM 21-20 and unit missions. Exercise periods will be conducted with sufficient intensity, frequency, and duration to maintain adequate cardio-respiratory endurance, muscular strength and endurance, flexibility, and body composition.

b. Training policy.

(1) All soldiers will take part in either collective or individual physical fitness training programs year-round. Units and individuals will conduct regularly-scheduled (at least three times per week) vigorous physical fitness training.

(2) Personnel who cannot take part in physical fitness training because of a valid profiled condition will be placed in a supervised rehabilitative program.

c. Army Physical Fitness Test (APFT).

(1) The purpose of physical fitness testing is to give soldiers an incentive to stay in good physical condition and to allow commanders a means of assessing the general fitness levels of their units. The APFT will be conducted semi-annually for all personnel assigned to MANSCEN and FLW in accordance with FM 21-20.

(2) Physical fitness testing will not form the foundation of unit or individual fitness programs; it is simply one element of a total program. Fitness testing is designed to ensure the maintenance of a base level of physical fitness essential for every soldier in the Army, regardless of MOS or duty assignment. Unit programs will be designed to take this base level of conditioning and raise it to help meet or exceed mission-related physical performance tasks.

4-4. Nuclear, Biological, Chemical (NBC) Training.

a. NBC training will be conducted in accordance with AR 350-1.

b. NBC training will be integrated into training events and emphasize preparing leaders to perform in an NBC environment.

c. TDA units will concentrate on the STP 21-1-SMCT and STP 21-24, Soldier's Manuals of Common Tasks, within the limits of their organizational equipment authorization for assigned personnel.

4-5. Water Safety Training.

a. Soldiers whose mission involves water operations will receive drown-proof training and continuous refresher training throughout their assignment.

b. Water safety training will be conducted in accordance with TRADOC Reg 385-2.

c. The Community Recreation Division, DMWR, will be responsible for providing drown-proof training to units on Fort Leonard Wood. Commanders may coordinate directly with the Chief, Community Recreation Division, DMWR, for use of swimming pools and instructors.

4-6. Expert Field Medical Badge (EFMB).

a. The EFMB is intended to -

(1) Have more effective medical personnel who can save lives during operations.

(2) Recognize medical personnel who attain a high degree of professional skill and proficiency as field medics.

(3) Reward medical personnel who can expertly:

(a) Perform common soldier tasks.

(b) Apply the principles of basic medical care in a field environment.

(4) Promote esprit de corps and provide an incentive for greater effort by Army Medical Department (AMEDD) personnel.

(5) Provide quality training for AMEDD personnel.

b. TC 8-100 prescribes policies, procedures, responsibilities, and testing requirements for award of the EFMB.

c. Responsibilities. The Commander, Medical Department Activity (MEDDAC), is responsible for maintaining an installation Order of Merit List (OML), and for planning, coordinating, and conducting the EFMB pre-test as may be necessary. MEDDAC will also coordinate annually with other installations to send installation soldiers on temporary duty to compete for the EFMB. Funding for the TDY will be a unit responsibility.

d. Eligibility requirements. To be eligible, personnel must be one of the following:

(1) A commissioned officer assigned to an AMEDD branch.

(2) A warrant officer who is in an AMEDD-managed MOS or assigned as a pilot in an air ambulance unit and hold specialty skill identifier D.

(3) An enlisted soldier whose primary Career Management Field (CMF) is CMF 91.

(4) Non-Department of the Army personnel who are serving in comparable medical positions in their parent services or allied armies.

4-7. Expert Infantryman Badge (EIB).

a. The EIB is designed to -

(1) Recognize any outstanding infantryman who attains a high degree of professional skills, expertise, and excellence.

(2) Identify any infantryman who can expertly maintain, operate, and employ his weapons and equipment.

(3) Enhance individual training programs in infantry units by providing a difficult, yet attainable goal for which infantrymen can strive.

b. U.S. Army Infantry Center (USAIC) Pamphlet 350-6 prescribes policies, procedures, responsibilities, and testing requirements for award of the EIB. See web site below: <http://www.infantry.army.mil/DOT/download/index.htm>

c. Responsibilities.

(1) The Commander, 3rd Training Brigade, is responsible for planning, coordinating, and conducting the EIB test.

(2) Unit commanders of candidates will -

(a) arrange for the weapons qualification requirements for the EIB test.

(b) Report the weapons qualification score of EIB candidates to the EIB test board president.

d. Test period and sequence.

(1) EIB testing may be conducted annually in accordance with USAIC Pam 350-6 and the military occupational information published by the 3d Training Brigade.

(2) The sequence of test stations will be decided by the Commander, 3d Training Brigade, and the EIB test board. All events are tested within five consecutive days. The APFT should be administered within the first four days to allow the required 12 hours before retesting of candidates who fail.

e. Eligibility Requirements. To be eligible for the EIB, the candidate must meet prerequisites before the start date of the EIB test. These prerequisites are to be completed within one year before the EIB test is taken unless indicated otherwise. The unit commander signs and provides the EIB board president with a roster of candidates for the EIB. To be eligible, personnel must meet the requirements outlined in USAIC Pam 350-6.

f. The 3d Training Brigade will submit an after-action report to the U.S. Army Infantry School no later than 15 days after the test is completed (see USAIC Pamphlet 350-6).

4-8. Common Military Training (CMT) Program.

a. The CMT Program identifies selected DA training requirements. CMT will be conducted in accordance with AR 350-1 and as directed by the Commanding General. While major Army command (MACOM) commanders may increase emphasis in a particular subject or add subjects appropriate to particular missions and conditions, commanders must understand that the intent is to minimize the impact of the requirements on mission training. For the list of required CMT topics, see Appendix B. Limit directed training requirements to those subjects specified by higher authority or deemed essential to individual or unit combat readiness.

b. Commanders, and those appointed to evaluate CMT training, will focus on the substance of the unit's training. Successful programs are measured by performance, not by attendance rosters or hours scheduled for training.

4-9. Combat Lifesaver Course (CLS). The CLS Course is offered the third Tues through Thursday of each month. The CLS recertification course is offered the first Wednesday of each month. Recertification is required annually. These courses are scheduled two years out and are listed on the MAC.

4-10. External Evaluations. An externally evaluated Army Training and Evaluation Program (ARTEP) will be conducted annually for each deployable FORSCOM unit with a parent unit identification code ending in AA.

4-11. Deployment Training.

a. Deployment training for mobilization is integrated throughout the year into combat arms, combat support, and combat service support training. Unit commanders will include deployment planning and training in each unit movement covering the following:

- (1) Load planning.
- (2) Alert procedures.
- (3) Minimum notice exercises.

b. Each FORSCOM unit assigned to Fort Leonard Wood will undergo an Emergency Deployment Readiness Exercise (EDRE) at least once per year. EDRE requirements for Fort Leonard Wood are established in FLW Reg 525-1.

Appendix A REFERENCES

Section I. Required Publications. Required publications are sources that users must have readily available to understand and comply with this publication. Information on the latest version of a reference publication can be located by visiting the MANSCEN homepage at <http://www.wood.army.mil/doimspt/FLWpubs.htm>. Available links lead to other sites. FMs are found at <http://www.adtdl.army.mil/>

- a. AR 75-1 (Malfunctions Involving Ammunition and Explosives).
- b. AR 350-1 (Army Training and Education). Cited in paras 4-1a, 4-1b, 4-4a, 4-8a and appendix b.
- c. AR 350-17 (Noncommissioned Officer Development Program). Cited in para 3-1b.
- d. AR 385-10 (Army Safety Program). Cited in 2-8.
- e. AR 385-63 (Policies and Procedures for Firing Ammunition for Training, Target Practice and Combat). Cited in para 2-8.
- f. AR 385-64 (Ammunition and Explosives Safety Standards). Cited in 2-8.
- g. AR 600-8-22 (Military Awards). Cited in paras 4-2f(1), k
- h. AR 600-8-104 (Military Information Management/Rec), 4ords). Cited in para 4-2g(1).
- i. AR 600-85 (Army Substance Abuse Program). Cited in appendix b.
- j. AR 670-1 (Wear and Appearance of Army Uniforms and Insignia). Cited in para 3-1b, 2-3i(f) and 2-3i(g).
- k. AR 690-400 (Total Army Performance Evaluation System). Cited in para 2-9.
- l. AR 690-950 (Career Management). Cited in para 2-9.
- m. DA Pam 350-38 (Standards In Weapons Training FY 03/FY04 - STRAC website). Cited in paras 4-2c(1), 4-2d(2), 4-2e, appendix b.
- n. DA Pam 351-4 (U.S. Army Formal Schools Catalog). Cited in para 3-2c(1).
- o. DA Pam 600-3 (Commissioned Officer Development and Career Management). Cited in para 3-1b.
- p. FM 3-22.9 (Rifle Marksmanship). Cited in para 4-2c(3).
- q. FM 3-22-31 (40-mm Grenade Launcher, M203). Cited in para 4-2c(7).
- r. FM 3-22.68 (Crew-Served Machine Guns, 5.56 MM and 7.62 MM) Cited in para 4-2d(2).
- s. FM 3-23.30 (Grenades and Pyrotechnic Signals). Cited in para 4-2c(5).
- t. FM 7-0 (Training The Force), Cited in paras 1-1, 1-4a, 2-1, 2-3, 3-1a.
- u. FM 7-1 (Battle Focused Training) cited in paras 1-1, 2-1, 2-2, 2-3, 2-4b, 2-5, 2-5d(1), 2-5e, 2-5e(3), 2-6a.
- v. FM 21-20 (Physical Fitness Training). Cited in paras 4-3a(2), 4-3a(3) and 4-3c(1).
- w. FM 23-23 (Antipersonnel Mine M18A1 and M18 (Claymore)). Cited in para 4-2c(6).
- x. FM 3-23.25 (Combat Training with Pistols, M9 and M11, 25 JUN 2003, SS FM 23-35). Cited in para 4-2c(7).
- y. FM 23-65 (Browning Machine Gun, Caliber .50 HB, M2). Cited in para 4-2d(2).
- z. STP 21-1-SMCT (Soldier's Manual of Common Tasks Skill Level 1). Cited in paras 4-1b, 4-4c, appendix b.
- aa. STP 21-24-SMCT (Soldier's Manual of Common Tasks Skill Level 24). Cited in appendix b.
- bb. TC 8-100 (Expert Field Medical Badge Test). Cited in para 4-6b.
- cc. FM 7-22.7 (The Army Noncommissioned Officer Guide, 23 DEC 2002, SS TC 22-6). Cited in para 3-1b.
- dd. U.S. Army Infantry Center Pamphlet 350-6 (The Expert Infantryman Badge Test). Cited in para 4-7b, 4-7d(1), 4-7e and 4-7f.
- ee. FLW Reg 210-14 (Range and Training Areas). Cited in paras 2-8b, 28e and 4-2e.
- ff. FLW Reg 350-6 (Training Policies and Administration). Cited in para 4-2b.
- gg. FLW Reg 385-5 (Risk Management). Cited in para 2-8.
- hh. FLW Reg 385-6 (Safety Program). Cited in para 2-8.
- ii. FLW Reg 525-1 (Emergency Deployment Readiness Exercise). Cited in para 4-11b.
- jj. FLW Reg 600-23 (Fort Leonard Wood Suicide Prevention Plan). Cited in appendix b.

Section II. Related Publications. A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

- a. AR 27-10 (Military Justice).
- b. AR 40-3 (Medical, Dental, and Veterinary Care).
- c. AR 40-5 (Preventive Medicine).

- d. AR 40-501 (Standards of Medical Fitness).
- e. AR 50-6 (Chemical Surety).
- f. AR 215-1 (Morale, Welfare, and Recreation Activities and Non-appropriated Fund Instrumentalities).
- g. AR 350-2 (Opposing Force Program).
- h. AR 350-21 (Instruction In Benefits of an Honorable Discharge).
- i. AR 350-30 (Code of Conduct/Survival, Evasion, Resistance and Escape (SERE) Training).
- j. AR 380-19 (Information Systems Security).
- k. AR 381-12 (Subversion and Espionage Directed Against U.S. Army (SAEDA)).
- l. AR 385-55 (Prevention of Motor Vehicle Accidents).
- m. AR 530-1 (Operations Security (OPSEC)).
- n. AR 600-8-2 (Suspension of Favorable Personnel Actions (Flags)).
- o. AR 600-8-101 (Personnel Processing (In-and-Out and Soldier Readiness, Mobilization and Deployment Processing)).
- p. AR 600-9 (The Army Weight Control Program).
- q. AR 600-20 (Army Command Policy).
- r. AR 600-110 (Identification, Surveillance, and Administration of Personnel Infected With Human Immunodeficiency Virus (HIV)).
- s. AR 601-280 (Army Retention Program).
- t. AR 635-200 (Active Duty Enlisted Administrative Separations).
- u. DA Pam 600-24 (Suicide Prevention and Psychological Autopsy).
- v. FM 1 (The Army)
- w. FM 3.0 (Operations)
- x. FM3-11.4 (Multi-Service Tactics, Techniques, and Procedures for Nuclear, Biological and Chemical (NBC) Protection, 02 JUN 2003, SS FM 3-4).
- y. FM 3-5 (NBC Decontamination)
- z. FM 3-7 (NBC Field Handbook)
- aa. FM 3-25.26 (Map Reading and Land Navigation)
- bb. FM 3-34.2 (Combined Arms Breaching Operations).
- cc. FM 4-25-11 (First Aid)
- dd. FM 7-100 (Opposing Force Doctrinal Framework and Strategy)
- ee. FM 21-10 (Field Hygiene and Sanitation)
- ff. FM 3-21.5 (Drill and Ceremonies, 07 JUL 2003, SS FM 22-5).
- gg. FM 22-100 (Army Leadership).
- hh. FM 25-4 (How to Conduct Training Exercises).
- ii. FM 25-5 (Training for Mobilization and War).
- jj. FORSCOM Reg 525-2 (Emergency Deployment Readiness Exercise (EDRE)).

**Appendix B
MANDATORY TRAINING**

Required Common Military Training, in addition to training subjects listed below, is included in Appendix G, AR 350-1

TRAINING	GOVERNING REGULATION	REQUIREMENT	TRAINING CONDUCTED BY
INDIVIDUAL TRAINING:			
OLD/NCOLD		1 Class each month	Unit
CTT	STP 21-1/STP 21-24 SMCT	1 Test per year	Unit
COLD WEATHER INJURY PREV.	TR 350-6 TR 350-29	NLT 15 Oct	Unit
WINTER DRIVING	AR 385-55	NLT 15 Oct	Unit
PREVENTION OF HEAT CASUALTIES	TR 350-6 TR 350-29	NLT 15 Apr	Unit
WATER SAFETY	TR 385-2	Refresher for those whose mission involves operations around water; encouraged for weak and non-swimmers	Unit/DMWR
HAZCOM	Executive Order 121196, Executive Order 12223, and OSHA Reg 29CFR196	4 Hrs within 90 days of arrival or new chemical	Unit
HEARING CONSERVATION (TESTING/ CLASS)	AR 40-5	Annual test needed only by personnel who are routinely exposed to hazardous noise levels; class is executed one time per year	MEDDAC
SOLDIER WELLNESS:			
EQUAL OPPORTUNITY	AR 600-20	1 Class every other quarter.	Unit EOLs
PREVENTION OF SEXUAL HARASSMENT	AR 600-20, CMD Policy #5-02	Within 30 days of arrival and one class every other quarter	EO & Unit EOLs
SUICIDE PREVENTION	FLW 600-23	1 Class per year	Unit Chaplin
STANDARDS OF CONDUCT	DOD 5500-7-R Joint Ethics Regulation	1 Class per year	Unit
AIDS AWARENESS	AR 600-110	1 Class per year Soldiers 1 Class per year Civ Employees	Community Health Civ Supervisors
SUBSTANCE ABUSE	AR 600-85	1 Class per year	UNIT ADC
FAMILY VIOLENCE/FAMILY ADVOCACY	CG Policy Memo	1 Class per year	ACS
LAUTENBERG AMENDMENT	CG Policy Memo #14-02	Once upon arrival at FLW	Unit Commander
HOMOSEXUAL CONDUCT POLICY	AR 350-1	Annually	Unit Commander
TRAINEE ABUSE	TR 350-6/ FLW 350- 6	Once during in-processing or upon arrival at FLW	Unit
CTC/SCTC/ISCTC	TR 350-6/ FLW 350-6	One time for those whose mission involves close interaction with trainees	MNCOA
CODE OF CONDUCT	AR 350-30	1 Class per year	Unit
CONSIDERATION OF OTHERS	CG Policy Memo #62-01	8 Hrs annually: Two-hr quarterly small group discussion 15-25 pers	Unit/Directorate by trained facilitators
FRATERNIZATION POLICY	AR 350-1	Annually	Unit

Appendix C
Master Activities Calendar (MAC)

1. **PURPOSE.** To effectively manage Fort Leonard Wood (FLW) activities in order to keep the installation informed of upcoming events and potential tasking. To systematically post events to the calendar IAW CG's CTG.

2. **INFORMATION.** The MANSCEN Activities Calendar (MAC) is the tool FLW uses to track significant events, which may require tasking to subordinate units or events that are large in scale and will impact or involve the entire FLW community. The MAC keeps units and commanders/directors aware of upcoming events, which may impact unit training and provides advance notice to plan for such events.

3. **GENERAL.**

a. **HOURS OF OPERATION.** DPTM operates during regular duty hours. Units can send e-mails at anytime to the designated MAC e-mail address shown below.

b. **MAC E-MAIL ADDRESS.** E-mail should be sent to **FLWMAC**, the acronym "MAC" is required somewhere in the subject line in order for it to be routed to the FLWMAC email box. This will ensure that the changes/additions/deletions are received by the MAC NCOIC and other appropriate personnel.

c. **MAC Brief/Meetings.**

(1) In accordance with the CG's CTG, all deadlines established will be met. Other events not covered in the CTG require timely posting to the calendar.

(2) The MAC is maintained 2 years out to ensure proper coverage of installation events.

(3) Installation events are briefed at the weekly commanders/directors meeting, every Wednesday. The events are briefed utilizing a 4-week snapshot of the MAC.

(4) In addition to the weekly meeting, there is a DPTM/S3 Conference monthly, and a quarterly DPTM Planning Conference. A 4-week snapshot is used for these meetings.

(5) DPTM/S3 Conference takes place on the third Wednesday of every month unless rescheduled.

(6) DPTM Planning Conference takes place on the first Wednesday of every quarter unless rescheduled.

d. **ACCESS AVENUES.** The MAC consists of two areas, the MAC Outlook and MAC Web Page.

(1) **MAC Outlook Calendar:** The MAC Outlook is a computer-based, community-monitored calendar, which provides a record of events scheduled to occur on the installation and/or events which require FLW involvement.

(2) **MAC Web Page:** The MAC Web Page is a by-product of the Outlook Calendar. MAC briefing slides can be accessed at the MAC web site, <https://www.amidala.wood.army.mil/asp/mac.htm>.

4. **RESPONSIBILITIES.**

a. **DPTM POC.** The DPTM, Master Activity Calendar Coordinator (563-7040) is responsible for all direct input into the MAC.

b. **Deadlines for Posting Events to the MAC.**

(1) Events that require unit tasking will be sent to DPTM via email to the appropriate email address no later than six weeks from the event date. Any requests for events to be posted to the MAC that are received within six weeks will require DPTM approval at the weekly CDR/DIR meeting. Upon DPTM approval, DPTM TNG will post the event to the calendar.

(2) Other events are not subject to the above procedure; however, it is strongly recommended that these events be sent to DPTM as soon as possible to avoid last-minute postings to the calendar.

(3) All events require a Date, Start Time, End Time, Location, Unit, POC with phone number, and if any taskings are required.

(4) Any additions/changes/deletions/corrections need to be received by DPTM via email NLT than Tuesday at 1300. Anything sent after 1300 will not show up on the MAC until the next meeting.

c. **CDR/DIR Meeting Notes.** A representative from DPTM will attend all CDR/DIR weekly meetings. Any changes, additions, deletions, and corrections will be noted and provided to the MAC NCOIC. The MAC NCOIC will then ensure that the information is posted to the MAC Outlook calendar immediately.

GLOSSARY

AAR after action review	EFMB Expert Field Medical Badge	Reg Regulation
ACS Army Community Service	EIB Expert Infantry Badge	SATC Semi-annual training calendar
AMEDD Army Medical Department	FLW Fort Leonard Wood	SATG Semi-annual training guidance
APFT Army Physical Fitness Test	FM field manual	SMCT Soldier's Manual of Common Tasks
AR Army Regulation	FY fiscal year	SOP standing operating procedures
ARTEP Army Training and Evaluation Program	IAW in accordance with	STP soldier training publication
Bde brigade	IET Initial entry training	TB training briefing
Bn battalion	IMT Initial military training	TC training circular
CG commanding general	MACOM major Army command	TDA tables of distribution and allowances
CLS Combat life saver	MEDDAC medical department activity	TDY temporary duty
CMT common military training	METL mission essential task list	TOE table(s) of organization and equipment
CTG command training guidance	MOS military occupational specialty	TRADOC United States Army Training and Doctrine Command
CTT common task test	MSC major subordinate command	USAMANSCE&FLW United States Army Maneuver Support Center and Fort Leonard Wood
DA Department of the Army	NBC nuclear, biological, chemical	USAIC United States Army Infantry Center
DMWR Directorate of Morale, Welfare & Recreation	NCO noncommissioned officer	USAR United States Army Reserve
DOD Department of Defense	OML order of merit list	
DPTM Directorate of Plans, Training and Mobilization	Pam pamphlet	
FM field manual	PO&T Plans, Operations, and Training	
FORSCOM United States Army Forces Command	POI program of instruction	
DOT Directorate of Training	QRA quality review and analysis	
EDRE Emergency Deployment Readiness Exercise	QTC quarterly training calendar	
	QTG quarterly training guidance	